
The Influence Of Servant Leadership And Intrinsic Motivation On The Performance Of Employees Of The Inamosol Sub-District Office, Western Seram District

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Abstract. *The purpose of this study was to determine and analyze the effect of servant leadership, intrinsic motivation, and employee performance at the Inamosol Sub-District Office, West Seram Regency. The research approach that will be used in this research is a quantitative approach. In this study, the population in this study were all employees of the Inamosol Sub-District Head of West Seram Regency totaling 34 people, where the entire population was used as a research sample using the saturated sample method, the sample used was 34 people. The data were analyzed using the classical assumption test, multiple linear regression, hypothesis testing and the coefficient of determination test. Data processing using SPSS software The results showed that servant leadership, intrinsic motivation had a significant and positive effect on employee performance at the Inamosol Sub-District Office, West Seram Regency.*

Keywords: *Servant Leadership, Intrinsic Motivation, Performance*

1. INTRODUCTION

Employee performance is needed in companies and agencies, because employees and companies are related to one another. Human resources in the agency or company that show the success or failure of the goals of an agency or organization Performance or work results are achievements seen in terms of quality and quantity that must be achieved by an employee in carrying out tasks in accordance with the responsibilities given by his superiors (Mangkunegara, 2015). According to Handoko (2014), performance factors are also influenced by motivation, job satisfaction, stress levels, physical working conditions, compensation systems, job design, commitment to the organization and other economic, technical and behavioral aspects.

Based on research conducted by (Alviani et al., 2021) and (Ajis et al., 2020) said that servant leadership has a significant effect on employee performance. Meanwhile, research conducted by (Kamanjaya et al., 2017) says servant leadership has no significant effect on employee performance.

Several studies conducted by Suryadi & Efendi (2019), Haryanto & Mukrodi (2022), and Hidayah et al. (2022) show that intrinsic motivation has a significant influence on employee performance. The majority of studies conclude that intrinsic motivation has a dominant influence on employee performance. However, in contrast to research conducted by Nelizulfa et al. (2018) which states that intrinsic motivation has no significant effect on employee performance. Based on a literature survey, it can be said that employee performance is

influenced by servant leadership, and intrinsic motivation where the research results are also quite diverse, thus creating a research gap for further research.

Leadership is considered one of the determining factors for the success of an organization (Robbins & Judge, 2017). In theory, various leadership characteristics can be used as models to effectively influence employee performance, one of which is Servant Leadership (Trompenaars and Voerman, 2010). The Servant Leadership concept comes as an addition to the existing transformational leadership concept. These leadership characteristics emphasize increasing employee job satisfaction, mental well-being, potential development, and a personal approach (Spears, 2010). Servant leadership is a behavioral approach of a leader towards his subordinates, which can motivate employees and help them realize their potential and responsibilities at work.

Based on the opinion expressed by Simamora (2015), it is said that employee motivation to work, develop personal abilities, and improve future abilities is influenced by feedback on past performance and development. This opinion says that performance is positively influenced by employee motivation, if the employee's work performance is good, then he will be motivated to work even better to achieve the desired goals. If the employee knows that his performance is not good, it is likely that he will try to improve his performance so that he can survive working in that place, meaning that if his performance continues to be bad it is not impossible that he will be dismissed from his job.

The strongest motivation is intrinsic motivation because it is embedded directly in the employee. Through intrinsic motivation, employees are aware of their responsibilities and better work and are encouraged to enthusiastically complete their work well. Work results due to awareness create good performance and employees will realize that by having good performance, they will be able to meet their needs (Prahiawan et al., 2014).

The sub-district area has a position as a regional device under the regency or city as well as a public organizer who is directly dealing with the wider community. To be able to realize a good employee work attitude requires various ways that can be done by a leader of a government agency, namely by using the right leadership. The role of a leader is important to achieve the desired agency goals, for example at the Inamosol District Office, West Seram Regency, especially with regard to improving employee performance in carrying out their work. Employee performance is the result of work that can be achieved by a person or group of people in an agency according to their respective authorities and responsibilities in order to realize agency goals. Inamosol District is one of the sub-districts in West Seram Regency, as a government agency with all the apparatus of the sub-district government organization at the

level below which is the spearhead for the community. the success of an organization including a government organization, namely the Inamosol sub-district government, is largely determined by the performance of its employees.

Based on preliminary observations that the decline in performance occurred due to external and internal problems. The external problem is the slow entry of activity funds received by the Inamosol Sub-District Office so that it slows down and delays the implementation of activities or work programs based on the work plan of the Inamosol Sub-District Office. Based on initial observations regarding employee performance at the Inamosol Sub-District Office, it can be concluded that there are still some employees who work not in accordance with the targets of the organization. Then there are employees who have not complied with operational working hours and are not on time in completing tasks. Then there are employees who do not have good communication with internal and external organizations. Finally, there is no initiative to bring out the abilities that employees have at work and there is no initiative in handling a problem without waiting for orders from superiors. This shows that the performance of employees at the Inamosol Sub-District Office has decreased.

The decline in employee performance at the Inamosol Sub-District Office must be examined directly to these employees and linked to servant leadership, and intrinsic motivation through questions in the form of a questionnaire. Based on preliminary observations regarding servant leadership at the Inamosol Sub-District Office, it can be concluded that there are several employees who feel that the leadership has not given a sense of concern to employees. Then the leadership does not give appreciation to employees who excel, the leadership is reluctant to praise employees who have done a good job, the leadership helps employees not on their own initiative, the leadership has not fully trusted the staff, the leadership cannot serve by receiving work complaints from employees and the leadership cannot serve by receiving input and suggestions from employees. This shows that servant leadership cannot be felt by all employees at the Inamosol Sub-District Office.

Based on initial observations regarding intrinsic motivation at the Inamosol Sub-District Office, it can be concluded that there are several employees who feel that they are not happy with their work, employees do not get bonuses from superiors if they work according to targets and employees do not feel that their current workplace has clear and challenging goals. This shows that intrinsic motivation is not possessed by all employees at the Inamosol Sub-District Office. Thus, employee performance is strategic to study so that it can be seen whether the variables of servant leadership, intrinsic motivation affect employee performance.

2. THEORETICAL STUDY

Servant Leadership

In Servant Leadership, leaders prioritize the needs and development of those they lead. The main focus of this leadership is to serve others, not seek power or influence.

Here are the key principles of Servant Leadership:

1. **Service:** Leaders focus on serving the people in the organization. The leader's main task is to help others, especially employees, to grow and develop both personally and professionally.
 2. **Humility:** Effective leaders in this model do not put themselves first. They act as facilitators who support others to achieve common goals.
 3. **Empowerment:** Leaders help others realize their full potential and give them the confidence to take on more responsibility.
 4. **Empathy:** Servant leaders understand the needs and feelings of those they lead, and seek to provide emotional and psychological support.
 5. **Personal and Professional Development:** Servant leaders strive to improve the well-being, happiness, and job satisfaction of their team members. They support the development of subordinates' potential to achieve maximum results.
 6. **Collaborative Approach:** Servant leadership emphasizes cooperation, where decisions are often made through consensus. Leaders listen more and accommodate ideas from all team members.
 7. **Openness and Honesty:** Servant leaders emphasize open and honest communication. They create a transparent work environment where employees feel valued and respected.
- The main characteristics of Servant Leadership according to Larry C. Spears (2010):
1. **Listening** - Servant leaders prioritize the ability to listen attentively.
 2. **Empathy** - Leaders are able to understand and feel what their subordinates are experiencing.
 3. **Healing** - Leaders help team members to recover from personal or work issues.
 4. **Awareness** - Leaders must be aware of the needs and dynamics that occur within the team.
 5. **Persuasion** - Decision-making is persuasive rather than authoritative.
 6. **Conceptualization** - Leaders are able to see the big picture of the organization's vision and goals.
 7. **Embodiment** - Servant leaders act as positive examples to build a better organization.

8. Commitment to people growth - Leaders focus on the personal and professional growth of their subordinates.
9. Community building - Building a solid team and supporting each other within the organization.

Overall, Servant Leadership is an approach that emphasizes that leaders exist to serve others, not the other way around. This model aims to create a harmonious work environment, motivate employees, and increase their satisfaction and well-being.

Intrinsic Motivation

According to Siagian (2004) intrinsic motivation comes from within the individual. This motivation results in the integrity of goals, both organizational goals and individual goals where both can be satisfied. Meanwhile, according to Permana (2009) quoting from Nawawi provides an opinion that Intrinsic motivation is a work motivator that comes from within the worker as an individual, in the form of awareness of the importance of the work carried out.

Factors of Intrinsic Motivation

According to Hasibuan (2007) argues that there are several factors of intrinsic motivation, including:

1. Responsibility
2. Award
3. The work itself
4. Development and advancement

Performance

According to Mangkunegara (2009) that performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him, while according to Hadari (2001) what is meant by performance is the result of carrying out a job, both physical / mental and non-physical / non-mental.

Employee

performance is an important aspect of human resource management. Sedarmayanti (2007) states that performance is a system used to assess and determine whether an employee has carried out his work as a whole, or is a combination of work results (what a person must achieve) and competence (how a person achieves it).

Factors Affecting Performance

Employee performance is influenced by a number of factors, including Robbins (2008):

1. The basics of individual behavior which include biographical characteristics, abilities and learning.

2. Values, attitudes and job satisfaction.
3. Commitment
4. Individual perception and decision-making.
5. Motivation.

Conceptual Framework

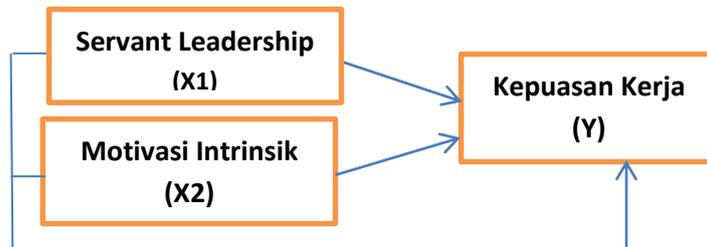


Figure 1. Conceptual Framework

Hypothesis

Based on the formulation of the problem, the theory previously stated in the conceptual framework above, the following research hypothesis is proposed:

1. It is suspected that servant leadership has a significant effect on the performance of employees of the Inamosol District Office, West Seram Regency.
2. It is suspected that intrinsic work motivation has a significant effect on the performance of employees of the Inamosol Sub-District Office, West Seram Regency.

3. METHODS

This research method is basically a scientific way to get data with specific purposes and uses. The scientific method means that research activities are based on scientific characteristics (Sugiyono 2009). These scientific characteristics are carried out in ways that make sense, the methods used can be observed and done by others, the process used uses steps that are logical.

Population and Sample

Population is a generalization area consisting of objects or subjects that have certain quantities and characteristics set by researchers to study and then draw conclusions (Sugiyono 2009). The population in this study were all employees at the Inamosol Sub-District Office, West Seram Regency, totaling 35 people.

Variable Operationalization

Servant Leadership (X1)

is servant leadership is an understanding and practice of leadership that uses subordinate development more than the interests of the leader. Servant leadership is a leadership approach or leadership style that emphasizes the empowerment of subordinates or followers so that they cannot develop to reach their highest potential. Indicators of Servant Leadership include:

- a. Compassion (love)
- b. Empowerment
- c. Vision
- d. Humility
- e. Trust

Intrinsic Motivation (X2),

is the motivation that drives a person to achieve that comes from within the individual. Indicators of intrinsic motivation include:

- a. Achievement
- b. Award.
- c. Responsibility
- d. Self-development

Employee Performance (Y),

has the meaning of the quality and quantity of work achieved by employees in carrying out all their duties in accordance with the responsibilities given. The indicators include:

- a. Quality of work.
- b. Work Quantity.

Data Testing Methods

A. Classical Assumption Test

1. Multicollinearity Test

Multicollinearity test aims to test in the regression model found a correlation between independent variables (Ghozali, 2001). A good regression model should not have a correlation between the independent variables.

2. Autocorrelation Test

The autocorrelation test aims to determine whether in a linear regression model there is a correlation between confounders in period t and errors in period t-1 (previous) (Ghozali, 2013).

3. Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from one observation to another (Ghozali, 2001).

4. Normality Test

The normality test aims to test whether in the regression model, the dependent variable, the independent variable or both have a normal distribution or not.

B. Data Analysis Method

a) Descriptive Analysis

The descriptive method aims to describe the nature of something that was going on at the time the research was conducted and examine the causes of a particular symptom. This descriptive analysis is used to determine an overview of employee performance (Sugiyono, 2009).

b) Multiple Linear Regression Analysis

This test is carried out after the data is collected using multiple linear regression analysis, namely the analysis used to determine whether there is an influence between the independent variable and the dependent variable.

Formula: $Y = a + b_1X_1 + b_2X_2$

Description:

Y = Employee performance

a = Constant

b = Regression coefficient of each variable

X1 = Servant Leadership

X2 = Intrinsic Motivation

Hypothesis Test

Partial Hypothesis Testing (t Test)

The t test is used to determine whether or not the influence of each independent variable on the dependent variable is significant.

Simultaneous Hypothesis Testing (F Test)

The F test is used to determine whether an independent variable together has a real effect on the dependent variable To test the significance of the double correlation.

4. RESULTS AND DISCUSSION

A. Classical Assumption Test

1. Multicollinearity Test

Table 1. Multicollinerity Test

Variabel	Nilai		Status
	Tolerance	VIF	
Servant Leadership	0.295	3.391	Free
Motivasi Intrinsik	0.295	3.391	Multikolineritas

Source: Appendix SPSS Output

The table above indicates that the tolerance value > 0.1 and the variance inflation factor value is smaller than 10, this indicates that the independent variables in this study are free from the classic assumption of multicollinearity.

2. Autocorrelation Test

Tabel 2. Uji Autokorelasi

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.816 ^a	.665	.644	2.38896	1.967

a. Predictors: (Constant), X2, X1

b. Dependent Variable:

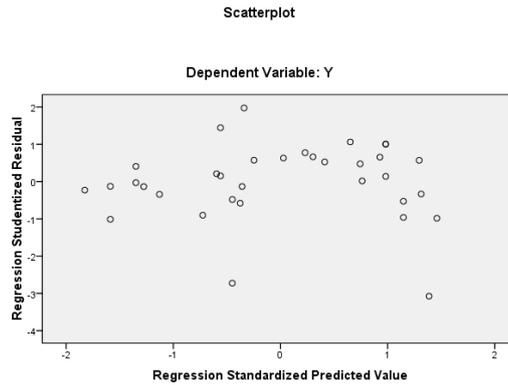
Y

Source: Data Processed, 2024

The results of the Durbin Watson test show a value of 1.967. The table value uses a significance value of 0.05 (5%), the number of research samples (n) is 34 and the number of dependent variables (k) is 2, so that in the Durbin Watson table it is obtained $dl = 1.33$ and $du = 1.58$ then if the value $Then du < d < 4 - du$ ($1.58 < 1.967 < 2.42$) it can be concluded that there is no Autocorrelation.

3. Heteroscedasticity Test

The heteroscedasticity test in this study was carried out by observing the distribution of plots on the Scatter plot graph as shown in the figure below:

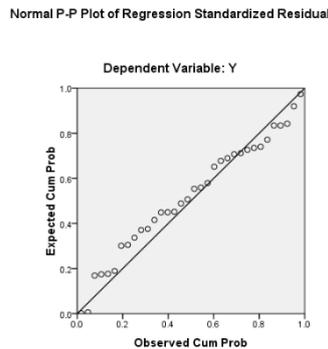


Source: Appendix SPSS Output

Figure 2. Heterocedacity Test Results

The picture above shows that the distribution of plots on the graph has a wavy pattern, widening and the plot spreads above and below the number 0 on the Y axis, so it can be said that all research variables used in this study are free from heteroscedasticity assumptions.

4. Normality Test The normality test in this study was carried out by observing the distribution of plots on the P-P Plot graph as shown in the figure below.



Source: Appendix of SPSS Ouput

Figure 3. Data Normality Test Results

The picture above shows that the plot-plot pattern is around the diagonal line of the PP Plot Graph, this pattern indicates that the data from each variable in this study is normally distributed, or free from the assumption of data normality.

B. Hypothesis Testing

Table 3. Recapitulation of Multiple Linear Regression Analysis

Variabel Bebas	Koefisien Regresi	t-hitung	Probabilitas (Sig.t)
Servant Leadership	0.240	2.087	0.045

Motivasi Intrinsik	0.540	2.356	0.025
Konstanta	1.628		
F hitung	30.799		
Adjusted R²	0.644		
R	0.665		
Variabel Terikat (Y) Kinerja			

Source: Data Processed, 2024

From the table above, multiple linear regression equations can be made as follows:

$$Y = 1.628 + 0.240X_1 + 0.540X_2 + e$$

Description:

$a = 1.628$, is a constant number that shows the value of variable Y if the independent variable is considered zero, meaning that if it is not influenced by the independent variables, namely servant leadership (X1), intrinsic motivation (X2), the amount of performance is 1.628.

$b_1 = 0.240$ is the magnitude of the regression coefficient of the independent variable X1 servant leadership, which means that each increase of 1 unit of variable X1 (servant leadership) has a tendency to increase the dependent variable Y (performance) by 0.240 assuming other independent variables (X2) are constant.

$b_2 = 0.540$ is the magnitude of the regression coefficient of the independent variable X2 intrinsic motivation, which means that every increase of 1 unit of the independent variable X2 (intrinsic motivation) has a tendency to increase the dependent variable Y (performance) by 0.540 assuming other independent variables (X1) are constant.

From the regression equation, it can be seen how the independent variables (servant leadership and intrinsic motivation) affect the dependent variable (Y).

Of the two independent variables (servant leadership and intrinsic motivation) used in this study, the independent variable X2 (intrinsic motivation) is the independent variable that has a dominant influence compared to the other independent variable (X1). This can be seen from the magnitude of the regression coefficient of the independent variable X2 (0.540) which is greater than the regression coefficient of the other independent variables.

a) F Test (Hypothesis Testing I)

The results of data analysis using the SPSS 18.0 For Windows program can be presented in the following table:

Tabel 4.

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	351.550	2	175.775	30.799	.000 ^a
	Residual	176.921	31	5.707		
	Total	528.471	33			

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Source: Data Processed, 2024

Based on table 7, it can be concluded that F count is 30.799 > from the F table at the df level: 3 : 33 of 3.27. So F count > F table thus Ho is rejected, meaning that the variables of motivation, supervision and leadership simultaneously / together have a significant influence on work discipline (Y) can be accepted or tested at the real level $\alpha = 0.05$.

b) Test t (Hypothesis Testing II)

The t test is used to test the partial effect of the independent variable on the dependent variable, by comparing the calculated t value with the t table value at the real level $\alpha = 0.05$.

Testing criteria:

Ho is rejected if tcount > ttable

Ho is accepted if tcount < ttable

The test results for each variable are explained as follows:

- Servant Leadership (X1)

The results of the regression analysis obtained a Thitung value of 2,087 while the Ttabel value is 1,684, thus Thitung > Ttabel means Ho is rejected, meaning that the Servant Leadership variable has a significant effect on performance.

- Intrinsic Motivation (X2)

The results of the regression analysis obtained a Thitung value of 2.356 while the Ttabel value is 1.684, thus Thitung > Ttabel means Ho is rejected, meaning that the intrinsic motivation variable has a significant effect on performance.

Based on the results of the F test, it can be seen that the servant leadership variable (X1), intrinsic motivation (X2) simultaneously / together has a significant effect on performance (Y). Likewise, the T test results show that the servant leadership variable (X1), intrinsic motivation (X2) partially has a significant effect on performance, thus the proposed hypothesis is accepted.

c) Coefficient of Determination (R²)

Table 5. Coefficient of Determination

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.816 ^a	.665	.644	2.38896	1.967

a. Predictors: (Constant), X2, X1

b. Dependent

Variable: Y

Source: Data Processed, 2024

The coefficient of determination R Square is 0.665 which indicates that the variation in performance is explained by servant leadership and intrinsic motivation by 66.5% while 33.5% is explained by other variables not analyzed in the model.

5. DISCUSSION

The Effect of Servant Leadership on Performance

Based on the results of multiple linear regression testing, the Servant leadership variable has a positive and significant effect on employee performance. These results agree with the research of Ajis et al., (2020) which states that servant leadership has a positive effect on employee performance. Servant leadership affects employee performance because leaders provide a sense of caring for employees, leaders create a sense of comfort at work, leaders give appreciation to employees who excel, leaders do not hesitate to praise employees who have done a good job, leaders help employees because of their own initiative, leaders have future-oriented targets, have confidence in leadership policies, have confidence in the targets set by the leadership, leaders give trust to staff, leaders delegate job responsibilities according to competence, leaders provide assistance to employees without reason, leaders who show leadership spirit serve employees. leadership can serve by accepting work complaints from employees, leaders can serve by receiving work complaints from employees and leaders can serve by receiving input and suggestions from employees so that the work results that employees get are very good, the work results that employees get are in accordance with the targets of the organization, employees always comply with operational working hours, the work results that employees do are in accordance with the plan, employees are always on time

in completing tasks, employees have good communication with internal organizations, employees have good communication with external organizations, employees always take the initiative to bring out the abilities that employees have at work and employees have the initiative to handle a problem without waiting for orders from superiors.

Effect of Intrinsic Motivation on Performance

Based on the results of multiple linear regression testing, the intrinsic motivation variable has a positive and significant effect on employee performance. These results agree with the research of Chien, Mao, Nergui, & Cha (2020) who say motivation does help employees perform better and it is widely shown that individual performance contributes to organizational performance.

The effect of intrinsic motivation on employee performance is because employees have an awareness of responsibility in carrying out tasks, employees want their work to get better every time, employees are happy to get a position in the work field placed by the leadership, employees have an awareness of responsibility in completing tasks, employees want to get achievements in the results of their work, employees feel happy with the work they have, employees get appreciation for themselves when they achieve good performance, employees can appreciate themselves so that motivation arises from within, employees feel that the current place of work has clear and challenging goals and employees can carry out tasks with clear work targets so that the work results that employees get are very good, the work results that employees get are in accordance with the targets of the organization, employees always comply with operational working hours, the work results that employees do are in accordance with the plan, employees are always on time in completing tasks, employees have good communication with internal organizations, employees have good communication with external organizations, employees always take the initiative to bring out the abilities that employees have at work and employees have the initiative to handle a problem without waiting for orders from superiors.

6. CONCLUSION

Conclusion

Based on the results of the research and discussion previously stated, the following conclusions can be drawn:

- There is an effect of servant leadership on the performance of employees of the Inamosol District Office, West Seram Regency.

- There is an influence of intrinsic motivation on the performance of employees of the Inamosol District Office of West Seram Regency.

Suggestion

Based on the results of the research conducted, the researcher can be given the following suggestions:

- Employees should be able to improve their connection with the leadership so that employee performance can improve.
- Employees should be able to generate intrinsic motivation from within employees such as appreciating the achievements of the work produced by employees as part of motivating themselves.

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